

Office of Intergovernmental Relations Performance Plan FY10

Contribution to Montgomery County Results

A Responsive and Accountable County Government
 Affordable Housing in an Inclusive Community
 An Effective and Efficient Transportation Network
 Children Prepared to Live and Learn
 Healthy and Sustainable Communities
 Safe Streets and Secure Neighborhoods
 A Strong and Vibrant Economy
 Vital Living for all of Our Residents

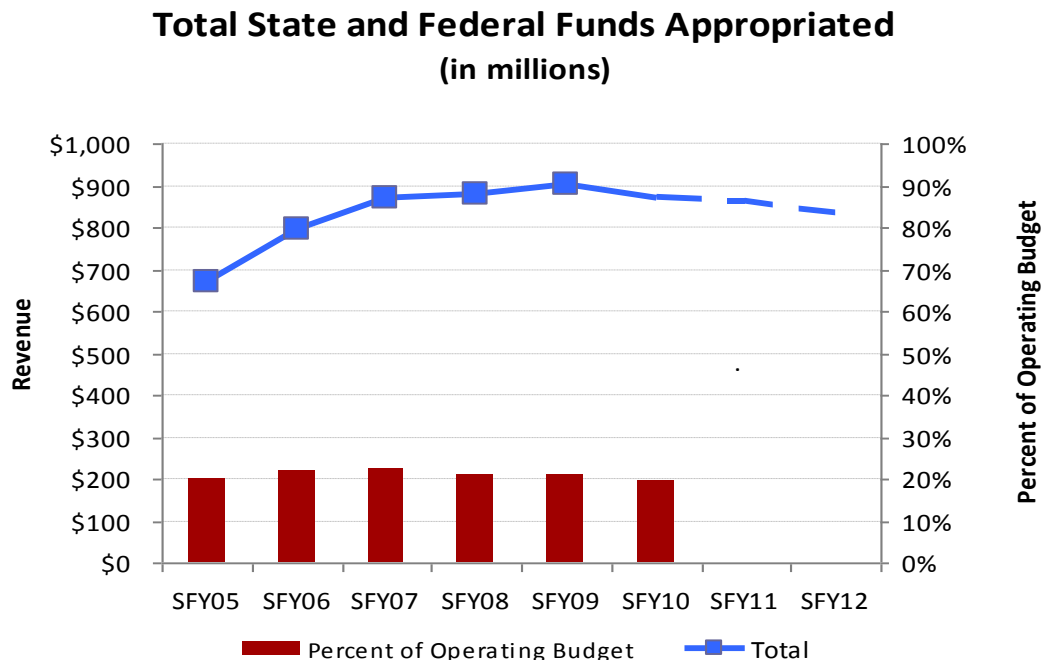
The Office of Intergovernmental Relations, through its State, Federal, and local advocacy efforts, helps support all of the Montgomery County results.

Contribution of IGR

| What IGR Does and for Whom | FY10 | FY10 |
|--|-------------------------------------|-------------------------------------|
| | State | Federal |
| Overall: Represent County interests at municipal, regional, state, and federal levels | \$674,298 4.15 WYs | \$203,102 1.25 WYs |
| Remove Impediments Work within the legislative process to remove financial and statutory barriers that create impediments to achieving Montgomery County Results | \$251,846 1.55 WYs | \$73,116 0.45 WYs |
| Program Preparation Prepare and shepherd the annual state legislative program and the annual federal priorities request through the process | \$211,226 1.3 WYs | \$64,993 0.4 WYs |
| Liaison Serve as liaison with state government, the County's state delegation, and Congressional staff | \$211,226 1.3 WYs | \$64,993 0.4 WYs |

Performance

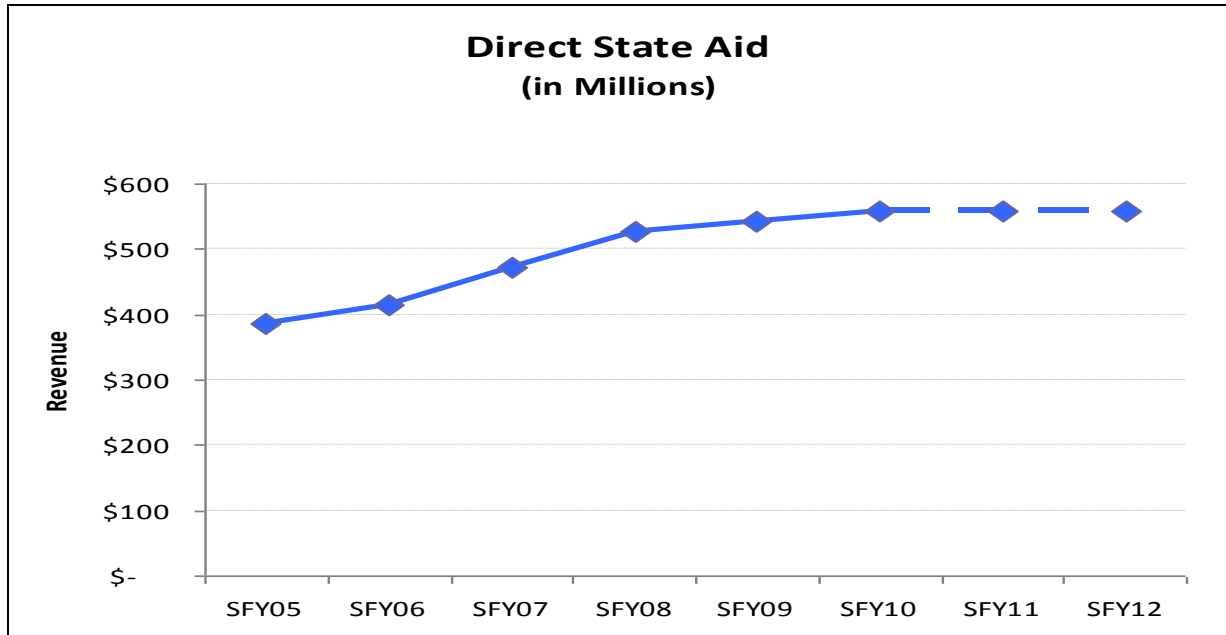
Measure 1: Percent of Operating Budget State and Federal Funds



Measure 1 shows the proportion of Montgomery County's operating budget supported by revenues provided from specific State and Federal sources, as described below. IGR's goal is to increase the percentage of the County's operating budget supported by State and Federal dollars.

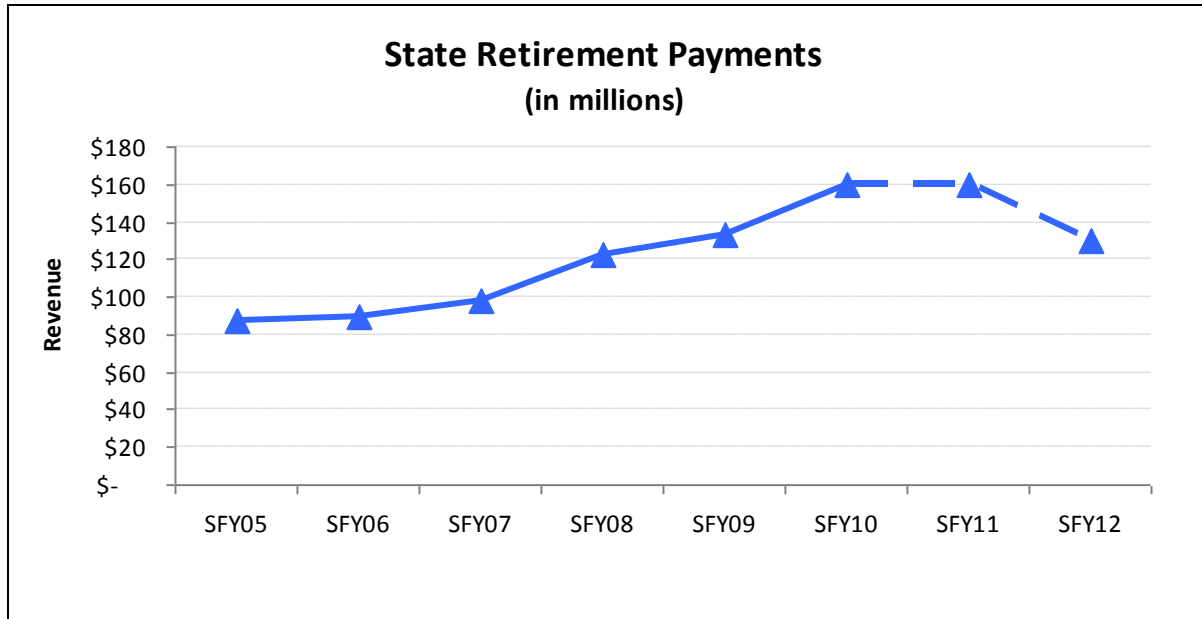
Sub-measure 1: Direct State Aid

IGR will track Direct State Aid, which is provided to help support the operating costs for locally delivered services and programs. Direct State Aid is comprised mainly of public K-12 education aid, which is allocated inverse to wealth.



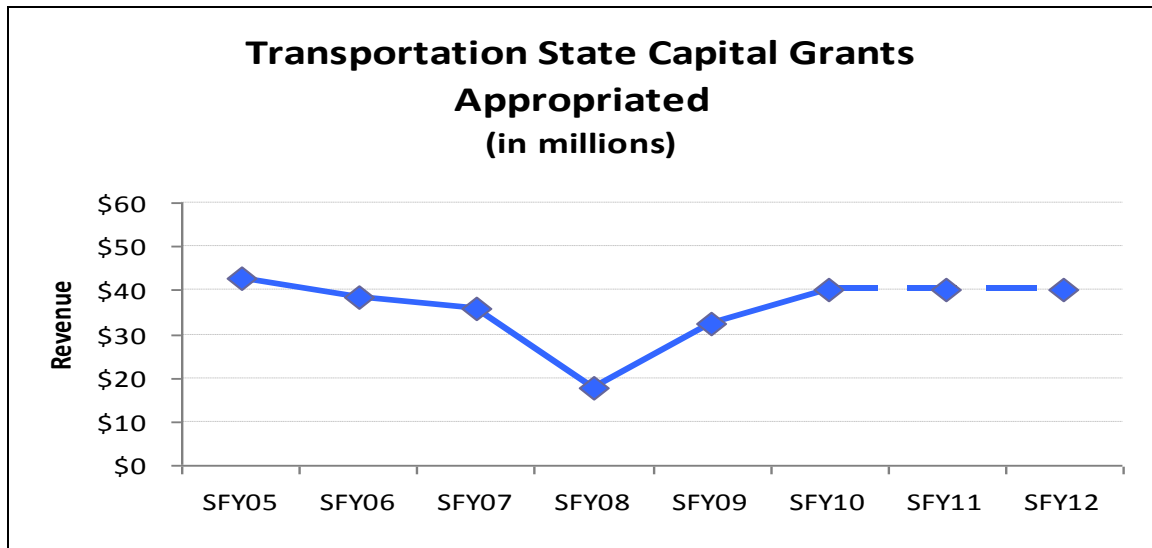
Sub-measure 2: State Retirement Payments

IGR will track State retirement payments made on behalf of public K-12 teachers and certain community college faculty. Retirement payments are calculated by applying the State's annual pension contribution rate to the eligible salary base.



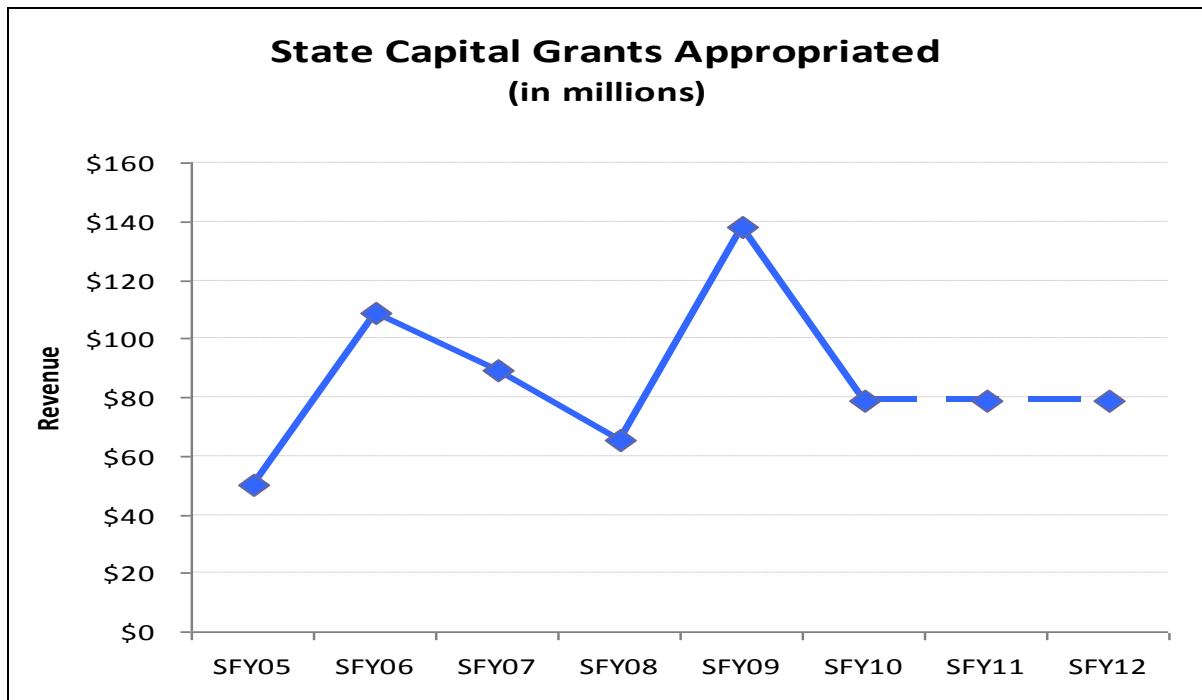
Sub-measure 3: State Capital Grants, Transportation

IGR will track State Capital Grants for Transportation projects located in Montgomery County, not including funds for projects considered of regional significance, such as the ICC or Purple Line.



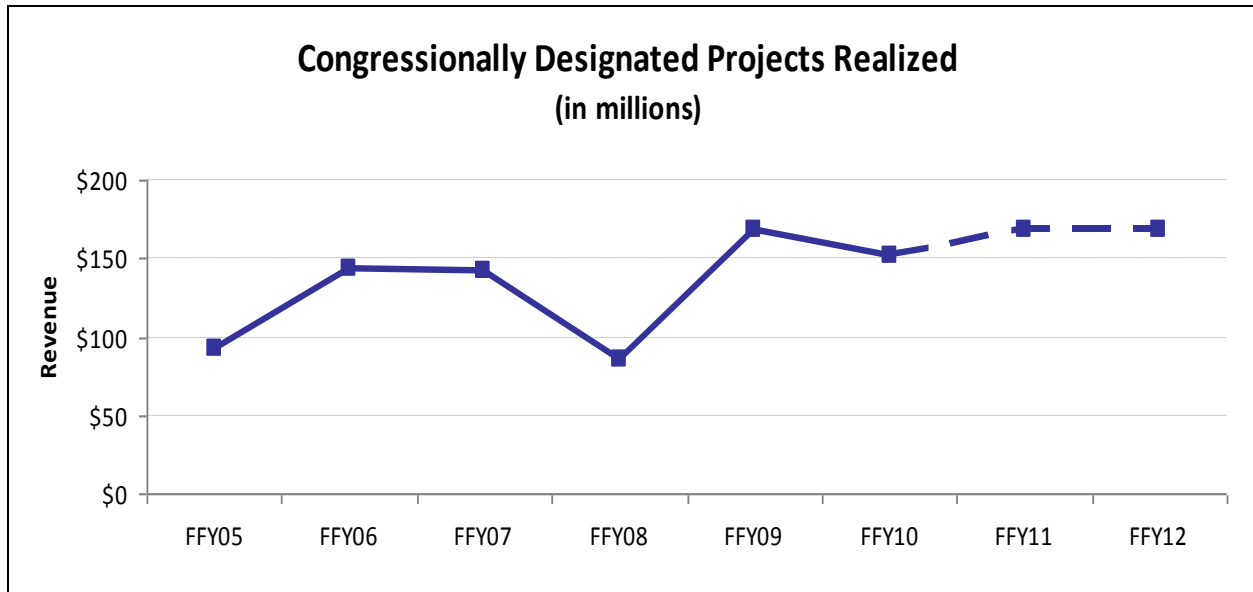
Sub-measure 4: State Capital Grants, Other

IGR will track State Capital Grants for non-transportation-related projects located in Montgomery County, including grants for public school construction, higher education facilities, mental health facilities, environmental and natural resources projects, and local community initiatives. This does not include transportation.



Sub-measure 5: Federal Congressionally Designated Projects

IGR will track Federally Congressionally Designated Projects (CDPs), which are Federal discretionary funds allocated for a project or a program in Montgomery County by a specific member of Congress.



Story Behind the Performance (Measure 1):

Contributing Factors:

- Experienced, skilled, and well connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State and Federal levels
- A County Executive, County Council, and departmental and agency staff who regularly partner with IGR to promote the County's agenda at the State and Federal levels
- The State's largest delegation, including members holding key leadership positions in the Maryland General Assembly
- A responsive Congressional Delegation, including members holding leadership positions in Congress

Restricting Factors:

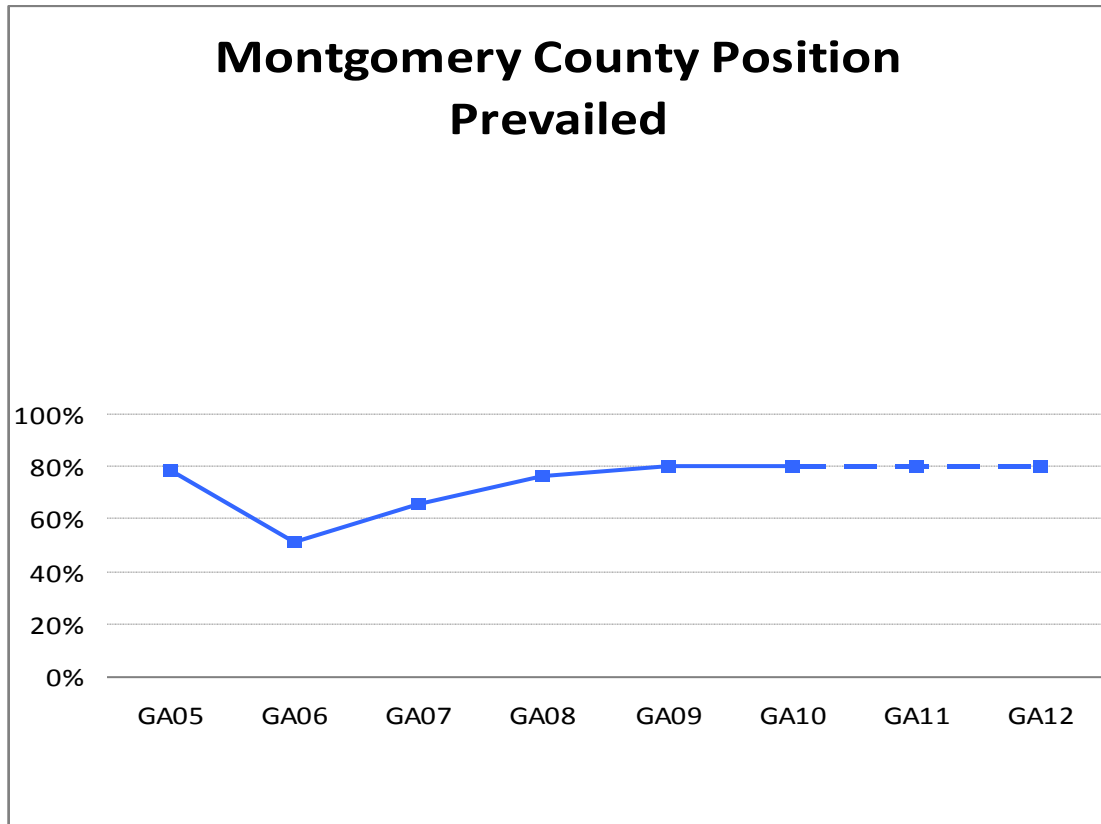
Lack of access to the most current information during the State legislative session prevents strategies from being adjusted quickly

- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
- Current fiscal climate restricts the State's ability to allocate additional resources
- Increasing competition for diminishing resources at the Federal level
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
- Predisposition of some State Delegation members to support fiscal policies that may not be in the County's overall best interest
- Little control over certain variables that drive formula funds, such as K-12 enrollment, vehicle registrations, etc.
- A process for developing Federal priorities, which include CDPs, that often results in a lengthy list of items that may be unrealistic to attain

What We Propose to Do to Improve Performance:

- Provide the State and Congressional Delegations with information about the projects and programs that are important to Montgomery County in a clearer more concise and frequent manner
- Identify potential allies within and outside of the County to strengthen messages and broaden the base of support for funding priorities
- Continue to improve communications and resource allocations with the County Executive and his staff so that efforts are maximized
- Improve and better maintain the template for tracking Federal appropriations
- Improve communications about Federal efforts, challenges, and outcomes with the Council to encourage the members' help in advocating
- Actively participate in the Washington region COG State and Federal lobbying group
- Attend American Lobbying Group workshops and take advantage of other opportunities to improve strategic development, Federal process knowledge, and broaden Federal lobbying contacts
- Support selectively hiring outside consultants to help identify Federal opportunities, assist in strategic development, and broaden Federal contacts
- Convene more frequent meetings to discuss where issues stand at the State and Federal levels and to determine courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience

Measure 2: Percent of State Legislative Package Where IGR Position Prevailed



Measure 2 shows the percentage of those bills affecting only Montgomery County, introduced on behalf of the County and by members of the State Delegation, where the County's position prevailed, relative to the number of bills introduced in a given year. IGR's goal is to maximize the number of times the County's position prevailed.

The Story Behind the Performance (Measure 2)

Contributing Factors:

- Experienced, skilled, and well connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State level
- A County Executive, County Council, and departmental and agency staff who regularly partner with the IGR to promote the County's agenda at the State level

Restricting Factors:

- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
- Predisposition of some State Delegation members to support fiscal policies that may not be in the County's overall best interest

What We Propose to Do to Improve Performance:

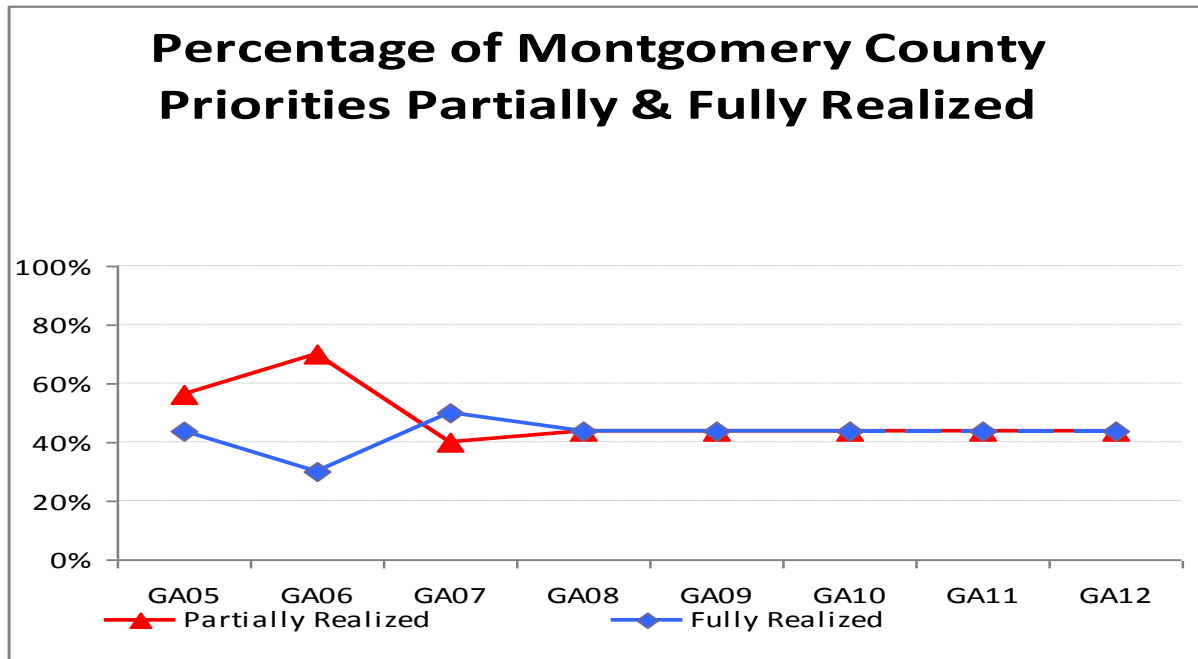
More aggressively pursue the County's positions, via one-on-one contacts, within and outside of the State Delegation

Continue to encourage staff collaboration by reinforcing open door 24 / 7 policies combined with formal staff meetings

After the session concludes, debrief with staff, Delegation members, and other lobbyists and relevant outside observers to determine what strategies worked and to review what was learned

Continue to nurture relationships with present decision makers and those IGR and others identify as future decision makers

Measure 3: Percent of State Priorities Partially or Fully Realized



Measure 3 shows the percentage of Montgomery County State priorities, fiscal and policy, that were either fully or partially realized relative to the number of priorities advanced in a given year. IGR's goal is to maximize the percentage of priorities fully realized.

The Story Behind the Performance (Measure 3)

Contributing Factors:

- Experienced, skilled, and well connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State level
- The County Executive, County Council, departmental, and agency staff regularly partner with the IGR to promote the County's agenda at the State level

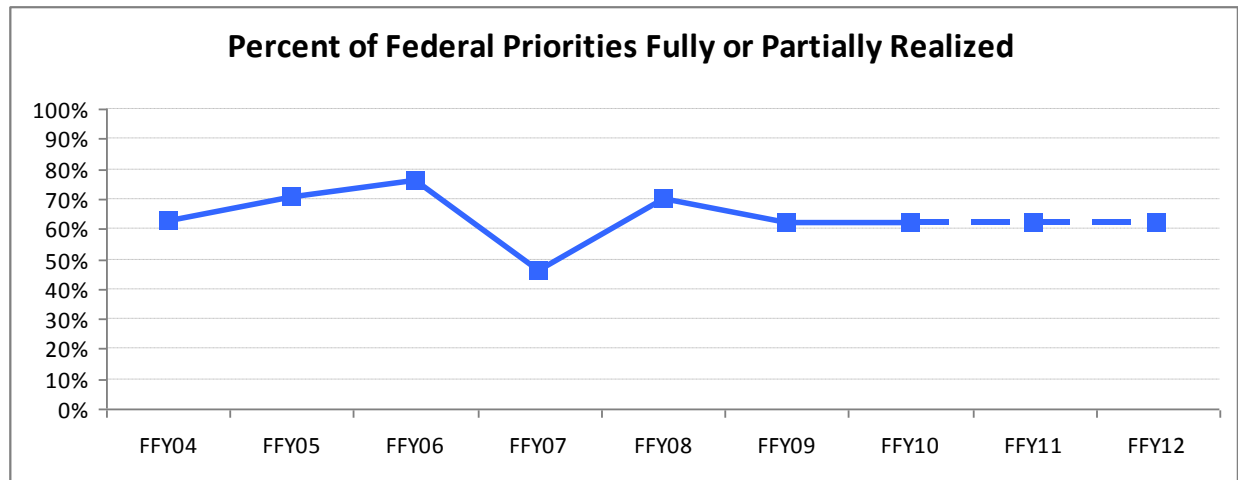
Restricting Factors:

- Lack of access to the most current information during the State legislative session prevents strategies from being adjusted quickly
- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
- Current fiscal climate restricts the State's ability to allocate additional resources
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
- Predisposition of some State Delegation members to support policies that may not be in the County's overall best interest

What We Propose to Do to Improve Performance:

- Schedule meetings as appropriate with the County Executive prior to weekly Council meeting to share information and to discuss strategies
- Ensure that the House Delegation chair allots time as appropriate on Delegation meeting agendas to allow the Office to discuss County positions on emerging issues, to maintain focus on key County priorities, and to generally reinforce focus on the "big picture"
- Work with the County Department of Health and Human Services (HHS) to recruit a qualified individual to ensure appropriate coverage of HHS issues
- Continue to work to obtain agreement on a targeted well defined list of State priorities that could be easily communicated to the State Delegation and other stakeholders
- Continue to encourage staff collaboration by reinforcing open door 24 / 7 policies combined with formal staff meetings
- Continue to identify potential allies within and outside of the County to broaden the base of support for County priorities
- After the session concludes, debrief with staff, Delegation members, other lobbyists and relevant outside observers to determine what strategies worked and to review what was learned
- Continue to nurture relationships with present decision makers and those identified by IGR and others as future decision makers
- Seek out reviews from the Delegation chairs relative to the Office's strengths and weaknesses
- Accept all speaking invitations and other opportunities to help advance the County's agenda, develop new contacts, and elevate awareness of the Office

Measure 4: Percent of Federal Priorities Fully or Partially Realized



Measure 4 shows the percentage of Montgomery County Federal priorities, fiscal and policy, that were either fully or partially realized relative to the number of priorities advanced in a given year. IGR's goal is to maximize the percentage of priorities fully realized.

The Story Behind the Performance (Measure 4)

Contributing Factors:

- Experienced, skilled, and well connected staff committed to achieving results
- The County Executive, County Council, departmental, and agency staff regularly partner with the Office of Intergovernmental Relations to promote the County's agenda at the Federal level
- A responsive Congressional Delegation, including members holding leadership positions in Congress

Restricting Factors:

- Perception of Montgomery County as wealthy and insular
- Increasing competition for diminishing resources at the Federal level
- The process for developing the Federal priorities submission often results in a lengthy list which includes items that may be unrealistic to attain

What We Propose to Do to Improve Performance:

- Work to obtain agreement on a more targeted well defined list of Federal priorities that could easily be communicated to the Congressional Delegation and other stakeholders

- Continue to improve 2nd Floor relationships to ensure good communication flow so that efforts are maximized
- Improve and better maintain the template for tracking the appropriations process
- Improve communications about Federal efforts, challenges, and outcomes with the Council to encourage the members' help in advocating
- Actively participate in the Washington region COG State and Federal lobbying group
- Attend American Lobbying Group workshops and take advantage of other opportunities to improve strategic development, Federal process knowledge, and broaden Federal lobbying contacts
- Support selectively hiring outside consultants and work closely with those already retained to ensure that the County is identifying Federal opportunities, developing and implementing appropriate strategies, and broadening its use of Federal contacts and other resources
- Convene more frequent meetings to discuss where issues stand and courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience

Appendix A: Budget

- \$75,000 will be transferred from HHS to IGR to support the costs of a 1-year contract with a Federal leasing consultant / lobbyist.
- IGR has included in its savings plan for FY 2010 reductions of approximately \$77,000. Of this amount, \$60,000 is appropriated to reimburse HHS for the costs of providing coverage of HHS related State legislation. The remaining \$17,000 is appropriated to support a portion of the costs for retaining a federal lobbying firm to help oversee BRAC related activities (FDA at White Oak and National Naval Medical Center).

Appendix B: Implementation

In FY 2010

- September 2009: Finalize the State legislative package
Federal appropriations bills pass or continuing resolution is enacted
- October 2009: Review Local and Bi-County Legislation
Finalize the State priorities
Meet with County Departments to Discuss Federal Priorities Progress and FY 11 Submissions
- November 2009: MDOT Road Show
Delegation Priorities Hearing
Meet with County Departments to Discuss Federal Priorities Progress and FY 11 Submissions
- December 2009: Local and Bi-County Delegation Hearings
Finish Meeting with County Departments to Discuss Federal Priorities Progress and FY 11 Submissions
Finalize Contract for Federal Leasing Consultant / Lobbyist
- January 2010: MACO Winter Conference
State Legislature convenes
Finalize Federal priorities
Daily/weekly strategy meetings
- February 2010: Present Federal priorities to CODEL staff
Daily/weekly strategy meetings
- March 2010: State budget passes
Daily/weekly strategy meetings
- April 2010: Daily/weekly strategy meetings
State Legislature adjourns
Staff "Session debriefing" meetings
Internal / External Session reviews
- June 2010: Begin soliciting executive agency input on a State legislative package

In FY 2011

- July 2010: NACO Conference
Federal appropriations bills pass
- August 2010 : Finalize State legislative package
Federal appropriations bills pass

Appendix C: Data Development Agenda

IGR has no data development underway

ADDENDUM: Responsive and Sustainable Leadership

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified the following overarching goals for all County departments:

1) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures.

As an advocacy organization, IGR partners and collaborates with County departments on a daily basis since IGR staff serve as strategists and liaisons to the State and Federal governments on their behalf. A few recent examples of successful collaborative efforts with County departments follow:

- HHS / Parklawn – partnering with DED, prejudicial language was removed from both ARRA legislation in early 2009 then again from pending FY 2010 appropriations bills
- Long Branch – partnering with DHCA, the Federal Highway Administration (FHWA) confirmed its approval of a plan to build a walkway/bridge/trail with a Federal earmark received several years ago, contrary to long standing objections raised by the State Highway Administration naming FHWA as the impediment
- Violence Against Women Grant – partnering with the Sheriff's Office, awarded nearly \$1 million in Federal Department of Justice funds to ensure the continuation of the County's domestic violence program
- BRAC Bethesda – partnering with MC DOT and the County's BRAC Coordinator, the County will be awarded millions of Federal and State dollars to help improve the transportation infrastructure in and around National Naval Medical Center
- Speed Radar Camera program – partnering with the County Police Department, ensured that statewide legislation authorizing the use of speed radar cameras passed without harming the County's successful pilot program
- WMATA Compact Amendment – with assistance from MC DOT, helped ensure the passage of legislation amending the compact, which was a prerequisite to Congress appropriating an additional \$1.5 billion over the next 10 years to support WMATA

2) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

IGR is comprised of four full time and two part time staff, with the last recruitment taking place in 2005. Whenever a new recruitment opportunity arises, IGR will conscientiously strive to improve upon its workforce diversity.

IGR complies with all procurement regulations and policies.

3) Innovations:

Department actively seeks to be innovative in its efforts to improve performance.

- Changed the format for soliciting departmental proposals for Federal priorities by meeting one on one with department directors and key staff to review the trends in awards and to discuss future requests based on trends and other information from Congressional sources, for the purpose of developing a more targeted attainable set of requests

- Changed the format for soliciting departmental proposals for State priorities by including more departments and offices, including regional service centers, in the requests for proposals, for the purpose of improving the quality and breadth of the requests and to promote “buy-in”
- Recommended that the Montgomery Chamber convene meetings with key Prince George’s and Montgomery County Delegation members to discuss how the subdivisions could combine efforts to secure greater State transportation investment in the Washington region. Three productive meetings have now been held.
- Recommended the creation of a “steering committee” comprised of department representatives across County government and other quasi-public entities to ensure a thorough review of and to maximize opportunities related to the Federal Stimulus
- Recommended the creation of a State Delegation “leadership” group that would meet weekly during the Session with the County Executive to improve communications and strategies related to County priorities and other emerging issues
- Recommended the retention of and helped hire outside consultants to help the County maximize opportunities made available in the Federal Stimulus and to provide greater oversight of GSA leasing activities
- Participated more actively in the American League of Lobbyists meetings and with counterparts in Northern Virginia through COG and with the Fairfax County lobbying team, outside of COG, to broaden contacts and to stay abreast of effective advocacy techniques, issues, and trends

4) **Effective and Productive Use of the Workforce/Resources:**

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- Continued to improve the efficiency of the fiscal note processing system to reduce the level of effort required during Session to manage the system
- Revised systems in Annapolis so that the office could operate without a Session contractual administrative staff
- Installed an independent server in Annapolis which resulted in less down time due to communications failures
- Eliminated additional ISDN and other phone lines in Annapolis which should translate into cost reductions
- Share a staff with HHS to ensure higher quality and more efficient coverage of health and human services issues at the State level
- The first volunteer to participate as a pilot agency for MC Time to eliminate the need to transport hard copies of time sheets between the Annapolis and Rockville offices

5) **Succession Planning:**

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

- IGR staff members engage in issue-based and functional cross training to ensure that the absence of a member temporarily or on a permanent basis does not impact the ability of the Office to perform its core functions

- IGR staff members participate fully in Council sessions so that all members have experience interacting with the Council in the presence of the press and other advocates to ensure continuity of service

6) **Internal Controls and Risk Management:**

Department actively assess its internal control strengths, weaknesses, and risks regarding compliance with laws and regulations, recording of financial transactions and stewardship over County assets. As subset of this goal, each department also manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

- All office documents are backed up on two separate servers (Rockville and Annapolis) monthly
- IGR staff engage in constant conversation, formal and informal, about the legal and political implications of improperly using County assets, including charge cards, and the expectation that County rules and regulations must be adhered to strictly

7) **Environmental Stewardship:**

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- New equipment purchases (e.g. scanner, printers, copiers) have been “Energy Star”
- Initiated new bottle recycling program in the Annapolis office
- Telecommuting and alternative work schedules are supported
- Majority of trips to Capitol Hill are done via transit with one employee utilizing transit almost exclusively to get to and from work during the 9-month interim
- Purchase recycled paper goods
- Utilize double-sided printing exclusively
- Encourage staff to consider the necessity of printing before actually printing